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Approved For Release 2004/10/28 : CIA-RDP80M01066A000800190001-5

DCI/IC 75-1797

17 OCT 1975

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT: Response to Dr. Currie's Letter
on HUMINT R&D

1. Dr. Currie has provided you a thoughtful and constructive report on the Intelligence R&D Council's reactions to the HUMINT R&D presentation given 30 July. His comments are valid and helpful.

2. The Council observes that the community has no effective HUMINT R&D program. We recognized this earlier on and have established a permanent R&D Sub-Committee of the Human Sources Committee. The IC Staff has obtained the services for one year of a full-time R&D professional, [redacted] from DDS&T who will be providing a focal point for this HSC effort. This sub-committee will address long-term hardware and human skills R&D support to human sources information collection and reporting.

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4. I recommend you sign the attached letter which responds briefly to the recommendations of Dr. Currie.



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Samuel V. Wilson
Lieutenant General, USA
D/DCI/IC

Attachment

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Distribution: (DCI/IC 75-1797)

O-DCI
1-DDCI
✓ 1-ER
1-D/DCI/IC chrono
1-HB/HUMINT R&D file
1-HB/HSC file
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1-ExDir, IR&D Council
1-IC Registry

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DCI/IC/ (9 Oct)

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OFFICIAL ROUTING SLIP			
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LTG Samuel V. Wilson, D/DCI/IC		DATE	
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FORM NO. 1-67

237

Use previous editions

GPO : 1974 O - 521-337

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THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

DCI/IC 75-1796

ER

Executive Registry
75-5541/3A

The Honorable Malcolm R. Currie
Director of Defense Research
and Engineering
Department of Defense
Washington, D.C. 20301

Dear Mal:

24 NOV 1975

Thank you for your recent letter reporting the initial review of HUMINT R&D by the Intelligence Research and Development Council. As you recall, I sat in on part of the 30 July meeting of the Council and found the time most usefully spent. I am circulating your letter to members of the Human Resources Committee of USIB to stimulate them along the lines you suggest.

I agree with the points made in your letter. The Human Resources Committee is forming a permanent R&D subcommittee to assist in the community HUMINT R&D effort. This subcommittee will provide an initial cross-organization, working-level mechanism for the community. The Intelligence Community Staff, working with the Human Resources Committee, is undertaking an effort to attain essential improvements in training and personnel selection along the lines you and others have suggested. After we have completed a survey of available training programs in industry on interpersonal skills, we will review our findings with the Council. The recommendations the R&D Council might then make for longer term R&D efforts in the human skills areas would be most beneficial.

I endorse also your suggestion that there be a joint effort in the area of substance detection and that DARPA assist us in working with private industry in selected areas of exploratory or basic research.

Thank you for your constructive assistance.

Sincerely,

I-17.1 / W. E. Colby
W. E. Colby

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Distribution: (DCI/IC 75-1796)

O-Addressee

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DCI/IC/ (9 Oct)

(retyped 16 Oct:cr)

(retyped 20 November:dh)

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DIRECTOR OF DEFENSE RESEARCH AND ENGINEERING

WASHINGTON, D. C. 20301

R&E Log. #75-3751

22 SEP 1975

The Honorable William E. Colby
Director of Central Intelligence
Washington, D.C. 20505

Dear Bill:

At our meeting in April we agreed that it would be useful for the Intelligence Research and Development Council to review HUMINT R&D. It was our impression that the Council review of R&D would be complementary to on-going Intelligence Community Staff actions towards development of a national HUMINT plan.

I am pleased to report that the first step by the Council towards the objective of providing you substantive comments on HUMINT R&D was taken on 30 July. At that time, Lieutenant General Wilson, USA, Acting Chairman, Human Sources Committee, and specialists in technical, physiological, and human skills research briefed the Council on representative levels of effort, perceived gaps, and projects where increased emphasis is deemed necessary.

As stated above, I view the aforementioned only as a first step. The Council expects to review remaining areas within this R&D category hopefully no later than January 1976. In the interim, I'd like to convey some initial impressions of the Council on the premise that they will be of value to you in formulating your annual recommendations to the President on this aspect of the National Intelligence Program.

The overall program appears loosely structured. The Human Sources Committee has made significant strides in improving communications among community organizations, but there does not appear to be a viable cross-organization working-level R&D program within the intelligence community.

Classified by DDRE
SUBJECT TO GENERAL DECLASSIFICATION SCHEDULE OF
EXECUTIVE ORDER 11652, AUTOMATICALLY DOWNGRADED
AT TWO YEAR INTERVALS. DECLASSIFIED ON 11/24/2003

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Funding for the projects identified in the briefing is modest. Selective increases are appropriate. In some cases, the effort represents only maintaining continuity or awareness of current technology that could lead to high payoff if the level of effort were to be increased.

Improvements in training and personnel selection criteria were stressed by General Wilson as areas where constructive community efforts are urgently needed. I wholeheartedly agree, as does most of the Council, that important gains could be achieved early on by improving the selection process for and the training of information gatherers and intelligence collectors of all agencies stationed abroad. This applies, I believe, in all reporting areas (economic, political, science and technology, as well as the military). There appears little current emphasis in the community on those basic human skills that private industry finds key to effective personal relationships. I am speaking of such interpersonal disciplines as salesmanship, personality assessment, "body language," and elicitation techniques to acquire information. Much of the doctrine and techniques for this type of cultural interchange largely exists now, and implementation could begin now with longer term, advanced supportive R&D programs developed in the future.

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EXECUTIVE SECRETARIAT

Routing Slip

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Remarks:

For necessary action to include a comment to DCI.

D/Executive Secretary

09/25/75

Date

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CONFIDENTIAL

X Ref 75-7489

DCI/IC 75-1754

14 May 1975

The Honorable Albert C. Hall
Assistant Secretary (Intelligence)
Department of Defense
Washington, D. C. 20301

Dear Dr. Hall:

Mr. Colby has asked me to respond to your letter of 1 May regarding a study of the Army's plans to expand clandestine HUMINT collection. Your nomination of [redacted] as your representative is appreciated. My staff will advise him as to the time and place of the first meeting of the Clandestine Intelligence Advisory Group which will consider this matter.

Mr. Colby and I share your general support of Army initiatives in HUMINT collection. It is my hope that the study group's examination will lead to recommendations that will aid us in developing a more effective community-wide HUMINT collection structure, particularly in the clandestine area.

Sincerely,

/s/ Samuel V. Wilson

Samuel V. Wilson
Lieutenant General, USA
Deputy to the DCI for the
Intelligence Community

EXECUTIVE REGISTRY USE

I-17.1

Distribution:

O-Addressee

1-D/DCI/IC

1-IC Registry

✓ 1-ER

1-HB/Army HUMINT

1-HB Chrono



DCI/IC/HB

(9 May 75)

CONFIDENTIAL

DCI/IC 019-75

1 APR 1975

The Honorable Albert C. Hall
Assistant Secretary (Intelligence)
Department of Defense
Washington, D. C. 20301

Dear Al:

As you know, the importance of HUMINT has been highlighted in several major documents. The PFIAB HUMINT Report was one of these and the USIB Human Sources Committee is now preparing a response to the recommendations in that report. We have also noted the need for study and planning to improve communication among intelligence collectors and to reduce bureaucratic rigidities.

I think this is a good time for us to take a hard look at HUMINT relationships among the military services, the attache system, and CIA. We need to identify the proper tasks for our HUMINT effort, and the best division of responsibilities among HUMINT organizations for getting them done. Army, for example,



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In this connection, I am asking Sam Wilson, in his capacity as Acting Chairman of the Human Sources Committee, to have the Clandestine Intelligence Collection Advisory Group of that Committee do a study to focus on these points. I would expect that such a study could be completed by the end of May.

(EXECUTIVE REGISTRY FILE)

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Sincerely,

/s/ Bill

W. E. Colby

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DCI/IC/HB [redacted] 28Mar75

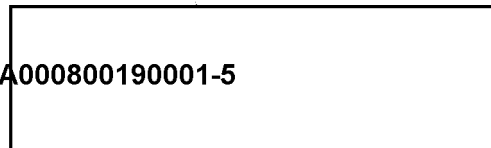
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TRANSMITTAL SLIP		17 May 75
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REMARKS:		
<p>(1) Executive Secretary</p> <p>(2) ER files</p> <p>Attached response OK'd 5/14/75 by D/E3 - no need to clear w/ DCI</p> <p>JRC 5/15/75</p>		
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1 FEB 55REPLACES FORM 36-8
WHICH MAY BE USED.

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EXECUTIVE SECRETARIAT

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Remarks:

Please clear response with DCI.

D/Executive Secretary

05/06/75

Date

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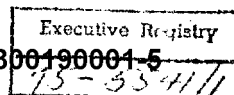
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ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D. C. 20301

1-17.1

1 MAY 1975

Honorable William E. Colby
Director of Central Intelligence
Washington, D. C. 20505

Dear Bill:

Thank you for your 1 April letter on the HUMINT situation. I would agree that we need to carefully consider and orchestrate the HUMINT interrelationships among the military services, the attache system, and CIA. The Army's plans for expanding its clandestine HUMINT collection have been briefed to me and my staff is considering them in some detail. While some of the projects appear to have more potential than others, I generally support these new initiatives. In this light, I believe it would be useful if my office were represented on the study group which you have asked Sam Wilson to chair. If you have no objection, I would like to nominate [redacted]

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[redacted] as my representative.

Sincerely,

Albert C. Hall

Albert C. Hall

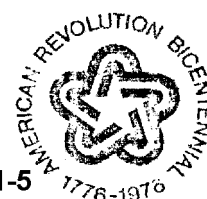
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Classified by ASD(I)
EXEMPT FROM GENERAL DECLASSIFICATION SCHEDULE OF
EXECUTIVE ORDER 11652, EXEMPTION CATEGORY 2
CLASSIFY ON Impossible to Determine

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TRANSMITTAL SLIP		28 Mar 75	
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FROM:			
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FORM NO. 241
1 FEB 55

REPLACES FORM 36-8
WHICH MAY BE USED.

(47)

75-5541

28 March 1975

MEMORANDUM FOR MR. COLBY:

1. The enclosed letter (opposite facing) responds to your concern expressed earlier regarding Army's rather ambitious clandestine HUMINT program. This subject is almost tailor-made for my recently established Clandestine Collection Advisory Group under the HSC. We will be focusing on the problem this next week.

2. The letter to Dr. Hall simply advises him as a courtesy concerning what we are doing.

Samuel V. Wilson
Lieutenant General, USA
D/DCI/IC

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UNITED STATES INTELLIGENCE BOARD
HUMAN SOURCES COMMITTEE

OFFICE OF THE CHAIRMAN

FOCUS PROCEDURES

1. Purpose. The FOCUS Project is sponsored by the Human Sources Committee (HSC) of USIB. It is one response to guidance from the Director of Central Intelligence that a "greater human source contribution to national intelligence from all elements of the official American foreign affairs community" is needed, and that there is a need to evaluate performance and to feed back guidance to all human source collectors. Project FOCUS involves reporting assessments, letters to appropriate Ambassadors, collection manager responses, and other related follow-on activity.

2. Planning. As part of its annual Action Program, the HSC will develop a list of countries to be assessed during the coming six months. This list will reflect recommendations from the NIO staff as well as from Member Agencies of the Human Sources Committee. The proposed list will be made available to the National Security Council Intelligence Committee Working Group for review and modification as appropriate. The FOCUS schedule will be amended as international developments and changing US foreign policy concerns warrant. Collection managers and overseas missions may be advised of proposed FOCUS assessments as determined by Member Agencies of the HSC.

3. FOCUS Assessment Seminars. Assessment seminars will be chaired by the appropriate NIO or his designate. The chairperson, assisted and supported by the HSC staff, shall organize and conduct the seminars. HSC staff support may include the services of a reporter to take notes, prepare first drafts of an assessment report, and provide other assistance as requested. During the seminars, analysts and other substantive experts from concerned Departments and Agencies will discuss the adequacy, appropriateness, timeliness, and utility of State, Defense, CIA, and other reporting from a given Embassy (or regarding a particular problem). The adequacy of Embassy reporting is considered in relation to US national objectives, as defined in various official documents, and in the context of available reporting from all posts and all sources. To facilitate the FOCUS discussions, an agenda listing substantive topics or areas of concerns will be distributed in advance to invited participants. The agenda will reflect information needs related to the KIQ's, CNTDIO's, and other national intelligence concerns.

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4. Assessment Report. The NIO (or his designate) who chaired the seminar is responsible for the preparation of an assessment report. The NIO is encouraged to seek comment and counsel regarding the draft report from some or all seminar participants. The report forwarded to the Chairman, HSC, should specify the extent of formal or informal coordination. When possible, the report should reflect a consensus evaluation of mission reporting; important differences in viewpoint should be noted.

5. Collection Managers. The Secretariat of the HSC will forward the FOCUS assessment report to Committee Members who are responsible for dissemination and staffing the report within their respective Agencies. Members are expected to provide the report to appropriate human source collection managers within their Agencies. These managers are asked to consider the strengths and weaknesses of reporting identified in the assessment as these pertain to the past activities of their collection elements, the adequacy of intelligence guidance, the particular collection environment involved, and the steps taken to improve future reporting. The Washington collection managers are asked to respond in writing via their HSC Member to the Chairman, HSC, commenting on the assessment, outlining follow-up activities designed to improve the collection/reporting situation, and providing appropriate recommendations. At the call of the Chairman or of any Member, the collection situation regarding a FOCUS country may be placed on the HSC agenda for discussion at a full Committee session. These discussions and papers will be considered during the preparation of a proposed letter to the Ambassador from the DCI or other follow-up activity.

6. Director's Letters to Ambassadors. The Chairman, HSC, will forward to D/DCI/IC the FOCUS assessment report and the responses and comments made by collection managers. In those cases in which a letter from the DCI to the Ambassador concerned promises to have a constructive effect, the IC Staff, consulting with the NIO concerned and others as appropriate, will prepare a draft. The final draft of such a DCI letter will be provided to HSC Members for substantive comment prior to submission to the DCI for signature. The signed letter will be transmitted to the mission through established State channels, with copies to the NIO and HSC for information and follow-on action as appropriate. In cases where a DCI letter seems inappropriate, the D/DCI/IC will forward the assessment and comments to the DCI for his information, under cover of a memorandum explaining the recommendations. Such a memorandum will be staffed in the same manner as a draft DCI letter.

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